

BEST PRACTICE NEWS



Dear Customers,

It has been an interesting 12 months for the Best Practice community with a number of significant market developments and new product launches. These have included:

- **The change to a more objective complex multiple choice PRINCE2™ examination at Practitioner level.**
- **The Managing Successful Programmes guidance has been completely revised and the associated exam structure has been redefined and has adopted the new complex multiple choice approach.**
- **The much heralded launch of the new ITIL® V3 standard and qualification scheme has arrived to a mixed reaction.**

I am sure that you, like ILX, have had to review the way in which you deliver Best Practice Services and this newsletter is intended to give you, our customers, an update on our new developments together with the work we have been doing with some of our clients.

Good luck with the challenges in 2008 and I wish you a very happy and prosperous year.



Ken Scott
Chief Executive



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News in Brief

PRINCE2™ – September 2007 saw the most significant change to the PRINCE2™ examination scheme since its launch back in the late 1990s. The new PRINCE2™ Practitioner exam follows a complex multiple choice format which allows delegates to spend more time thinking and less time writing. Designed to facilitate a rapidly expanding market, this exam tests a broader range of topics, ensures greater consistency of marking and provides a significant time reduction in delivering results to candidates. For further information visit: www.prince2.com

Managing Successful Programmes (MSP™) –

A significant re-write of the MSP™ Programme Management guidance was launched in September 2007 and this was closely followed by a restructure of the examination scheme. The new exam structure has removed the intermediate exam and added a new Advanced Practitioner qualification aimed specifically at practicing Programme Managers. The MSP™ Practitioner exam has also adopted the Complex Multiple Choice format. For further information visit: www.msp2007.com

ITIL® V3 Launched – The long awaited new version of the IT Infrastructure Library® was released in July with a new suite of books and a complete overhaul of the qualification scheme. The new guidance takes a more strategic end-to-end lifecycle approach to IT Service Management and addresses both the implementation and continuous improvement of the service. The new qualification scheme has met with a mixed response and has yet to be fully launched. For further information visit: www.itiltraining.com

PRINCE2™ and ITIL® in Dubai – You may not have guessed it, but over two thirds of the total number of cranes in the world are currently in Dubai. Perhaps as a result, over recent months the level of interest in particularly PRINCE2™ but also ITIL® has significantly increased. As a result ILX held a series of briefing sessions to raise awareness of this industry best practice.

Best Practice Portal – ILX has created the world's first "Best Practice" Portal. This hosted online training solution is the first to provide a combination of highly effective and fully accredited e-learning products and includes PRINCE2™, MSP™ 2007, ITIL® V3, The APM Introductory Certificate and Finance for Non-Financial Managers. For further information visit: www.ilxgroup.com/docs/brochures/portal.pdf

Building E-learning around your Corporate Culture

Two conflicting schools of thought exist on the subject of e-learning: **Firstly**, among buyers, that e-learning will rapidly be adopted and can be used to generate significant business benefits; **Secondly**, among learners, that e-learning is a low-cost alternative to classroom training that demands more from the learner in less time and with inadequate support.

The Chartered Institute of Personnel and Development (CIPD) reported that 54% of organisations in 2005 were already using e-Learning with a further 39% planning to introduce it within the following year. The same CIPD survey also identified that e-learning amounted to less than 10% of the training delivered with only 2% of respondents believing that it was the most effective way to learn. So if businesses are embracing e-learning to this extent, then why are managers still encountering such resistance to its use? And if people are willing to use search engines like Google to solve their business problems, why isn't e-learning being adopted at the expected pace?

Reasons for choosing e-learning

Leaving aside cost, there appears to be five primary drivers for businesses to adopt an e-learning approach: First, the opportunity to deliver training across a larger number of people in a shorter timescale; Second, greater flexibility and choice for the learner. They can choose elements in their preferred sequence, study at their own pace, at their chosen location and repeat lessons as many times as they wish; Third, a consistent format which is not influenced by the opinions of a trainer; Fourth, managers can effortlessly track and measure progress and performance; Finally, the learner can significantly improve their chances of exam success using exam simulations.

Is Resistance futile?

Despite the advances made in e-learning over the past decade, the objections are frequent. According to the ILX Group plc, which provides a range of flexible training services, one in ten of their corporate clients is looking for an e-learning solution while the remainder resist passively. "Nobody argues with the qualities of e-learning or disagrees with the benefits. The most common reaction is that *'we like the idea but it is not*

right for us yet'." comments Eddie Kilkelly, Operations Director, ILX Group plc.

Interestingly, this statistic was mirrored in a Harvard Business School Publishing Study which found that 87% of learners preferred instructor-led training.

"Younger generations, who have grown up with computers will naturally embrace technology. Our challenge is to accelerate the pace of adoption and realise the benefits earlier. The 1:9 ratio is reversed for consumer clients spending their own money and maybe this is the most valuable piece of information. How would the uptake of e-learning change if each member of staff was encouraged to maximise their own training from their personal training budget?" asks Kilkelly.

Creating the Right Environment

The single biggest failing in adopting e-learning is the failure to fully consider the environment into which we are introducing it. If the environment isn't conducive the likelihood of success is greatly reduced.

If, like many organisations, your culture is fast moving and your working day can't be predicted then asking the learner to train at their desk is a tall order. 90% of e-learners surveyed by CIPD thought that e-learning demanded a shift in attitude on the part of the learners and identified management support as a potential barrier to success.

It is essential that Senior Managers are visibly supportive of time spent studying at the desk, resisting the temptation to interrupt with work related issues. Providing suitable equipment and infrastructure is also essential and this could include having equipment available to borrow and take home to study. Inexpensive earphones or alternately equipping a dedicated e-learning suite could also make a difference.

Equally, an understanding of the individual learner is also important. If the learner is likely to need encouragement then set a deadline and monitor its achievement. Forward looking organisations give

e-learning the same status as a classroom course – and ensure lessons are completed as part of the employees schedule. If the course leads to a formal qualification the examination should be pre-planned for an agreed date. This can help to establish a study group who will complete their e-learning together prior to attending a workshop.

Businesses as diverse as BT, BP and Toyota have managed to get the balance right by aligning e-learning with their culture. This has typically included blending generic e-learning as the pre-cursor to an exam focused workshop. Not only does this establish a community of learners all working towards the same end goal but sets a common deadline and a powerful personal motivator.

How do you measure success?

E-learning is not a panacea, but implemented correctly it can provide greater training effectiveness and evidence of its own performance. However, success is relative and has to be clearly defined from the outset. A number of parameters can be used including the number of modules completed, the number of individual learners or the average modules completed per learner. Once these parameters have been defined they can be monitored and targets can be set for their improvement.

Arguably the key business measure of success is the extent to which we gained greater value for money. Assuming that your business can already measure the successful achievement of training objectives, then the key measure becomes *"How much more did we achieve?"*.

Conclusion and recommended steps

Changing your culture is not for the faint-hearted but building an e-learning approach around your organisation's culture can be surprisingly simple.

According to training experts ILX, there are five actions that could make an immediate impact on the use of e-learning within your business: (1) tailor the learning approach to your culture. Schedule dedicated time away from the learner's desk if necessary and ensure that the normal line manager follow up takes place; (2) make the completion of e-learning at foundation level the pre-requisite to any practical workshop training; (3) promote the benefits of e-learning to the individual; (4) ensure that suitable facilities are available for the individual to take advantage of these benefits; (5) widely promote the successes of this initiative.

Whatever the preconceptions of e-learning may be, it is clear that adapting your implementation strategy to complement your corporate culture will help to improve attitudes towards learning and increase the benefits to be realised by the business.

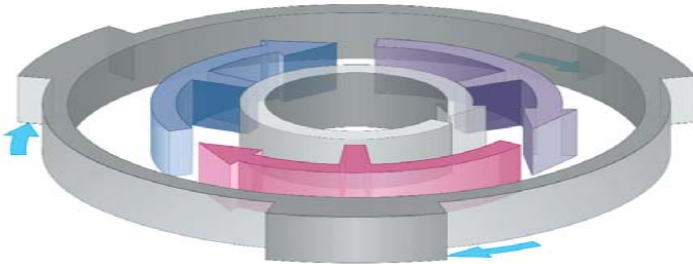
Free PRINCE2™ & ITIL® Awareness Seminars

ILX is running free ½ day PRINCE2™ & ITIL® seminars throughout March in Nantwich & Milton Keynes

These seminars provide the ideal opportunity for those who want to understand ITIL® & PRINCE2™, the different training paths and whether they are the right qualifications for your team or your business.

Our speakers are experts in their fields and will be able to answer any questions about PRINCE2™ and ITIL®, the various qualification routes and the steps required to implement. To find out more visit www.prince2.com/prince2-awareness-seminar.asp

ITIL® – Bridging the Gap



The ILX Group has launched the most flexible route to convert from ITIL® V2 to ITIL® V3 at Foundation level.

This e-learning product provides complete access to the entire ITIL® V3 Foundation syllabus to ensure that you are fully prepared to implement the most significant upgrade in ITIL's history.

Gain a complete understanding of the benefits of ITIL® V3 using our fully accredited market leading e-learning course, and use this opportunity to fully refresh your knowledge of the entire framework while preparing for the Foundation bridging exam.

ILX wins International Trade Award

ILX was nominated for the new International Trade Award at the South Cheshire Chamber Business Awards in November – and won! The award is given to the business that is deemed most pro-active in seeking exporting opportunities. Each of the 10 nominated businesses was visited by a judge who looked at exports and sales over the last 3 years and the forward plan to 2010, plus the company structure and sales approach.

MSP™ 2007 – What's new?

The world of Programme Management has changed dramatically since 2003, and the new and updated programme framework – MSP™ 2007, recognises this fact and reflects these significant changes.

The framework provides even greater transparency on what, why and how we deliver outcomes from programmes, thereby conforming to the greater demands of the like of Sarbanes-Oxley, corporate governance and the Basel Accord 2. But what does it mean for the practitioner? Well, put simply it has cleaned up its act, improving and clarifying its terminology and making it much more reflective and workable with the other OGC frameworks and products such as PRINCE2™.

It has updated and strengthened the previous set of grey 'principles' into a much more targeted set of Governance Themes and provides greater improvement in the quality, scope and clarity of the strategies created by them.

ILX in the Press:

ILX ACCOMMODATES HILTON'S LEARNING ACROSS THE WORLD

...ILX Group provides 65,000 Hilton staff with three years' training...

ILX has been appointed to provide 25 financial and commercial awareness e-learning courses to Hilton Hotels as part of a three year deal.

This international brief will be responsible for implementing training courses for more than 65,000 people in Europe, the Middle East, Africa and Asia, a renewal of the previous contract that involved ILX deploying and managing training initially for 17,000 people across Europe in a cost effective and timely manner. ILX met this challenge with a blended learning approach using e-learning and classroom-based training.

Hossam Haggag, Director of Learning and Development, Hilton Hotels Europe, explained: "If we used traditional learning methods, we would have required the assistance of a significant number of HR staff to support our extensive range of training initiatives. Through our continuing partnership with ILX, we will be able to complete more than 10,000 courses each year using their distinctive approach to learning."

"This allows us not only to match the most appropriate learning method to individuals and specific topics, but also results in a more efficient use of our in-house team resources and time," Haggag added.

As you would expect of a company that takes its training and development seriously enough to have created the Hilton University, the company wanted to ensure it had the tools in place to enable it to respond to the needs of its incredibly diverse workforce, taking into account the many different languages spoken as well as individuals' available time. "In working with ILX Group we are able to provide courses in more than seven different languages," said Haggag. "Our team members are also able to enjoy the flexibility to learn at work or home as these e-learning course are accessible 24/7."

The Hilton University initiative means that all staff have access to more than 500 courses online.

For the future, Haggag explained, "Our idea is that all 100,000 Hilton team members, whatever their position and geographic location, will have access to learning management systems in their native language. Our key aim is to provide our team members with a full range of learning solutions to ensure they make the most of their potential."